



Summary Annual Report 2006

SN-1

Rural Agro-Enterprise Development Project

December 2006 – February 2007

By Shaun Ferris, Carlos Ostertag, Mark Lundy, and Tiago Wandschneider

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Rural Agro-Enterprise Development Project
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1. PROJECT DESCRIPTION

Goal. To improve market access of poor rural communities in developing countries by promoting improved business support services, better means of organisation and policies that enhance smallholder competitiveness.

Objective. To develop strategic research products in collaboration with research and development agencies, private enterprise and the State to promote improved market access of poor smallholder farmers with profitable and dynamic markets.

Purpose: To develop methods, tools and applications that address the entrepreneurial needs of business development partners that support rural communities, with an emphasis on market linkage based on collective action, diversification and value-addition.

Assumptions:

- Macro market trends such as concentration and formalisation, global commodity price volatility does not overwhelm incremental economic and employment advances through local agro-enterprise activities.
- Political and institutional support for sustainable rural and agricultural development at the reference sites and targeted countries is maintained.
- Natural disasters or civil strife do not impede progress toward the project's goal.
- Collaborating institutions have adequate capacity, knowledge, local management support and resources to use the materials and tools developed.

Clients:- Technical personnel of GOs, NGOs in rural development, policy makers from public sector and commercial partners from the private sector.

Business partners:- Farmer groups (men and women), entrepreneurs (small, medium and large-scale); and BDS providers.

Collaborators:

Development of methods and technology components

Public sector: NRI, PRODAR, IDRC, CIP, KIT, SEARCA, UPWARD.

Private sector: Sustainable Food Lab, Busylab, Uganda Grain Traders, Parmalat, IDE

Civil society: CRS, CARE, AfriCARE, GTZ, Swisscontact, SNV and PLAN

Execution of pilot projects: CIPASLA (Colombia), Central American Learning Alliance (Honduras, Nicaragua, El Salvador and Guatemala), Andean Region Learning Alliance (Peru, Ecuador, Bolivia and Colombia), Enabling Rural Innovation projects in Eastern and Southern Africa, in Uganda, Tanzania and Malawi. Global Learning alliance, DAPA project in Cauca Valley.

Learning Alliance networks:

Central American Learning Alliance: (GTZ, CARE, Swisscontact, CATIE, SNV, UNA); Andean Regional Learning Alliance (Colombia, Ecuador, Peru, Bolivia).

CRS global learning alliance: (Kenya, Ethiopia, Tanzania, Sudan, Uganda, Rwanda, Burundi, Eritrea, Madagascar, Burkina Faso, Mali, Niger, Gambia, Senegal, Sierra Leone, Ghana, Liberia Democratic Republic of Congo, Honduras, Nicaragua, Guatemala, El Salvador, Haiti, Peru, Ecuador, Afghanistan, India, Pakistan, Philippines, Vietnam, Laos, Cambodia, Timore l'est, Aceh and Myanmar.

Higher degree training: CATIE – diploma course, ICRA.

2. PROJECT LOG FRAME (2006)

PROJECT: RURAL AGRO-ENTERPRISES DEVELOPMENT

PROJECT MANAGER: SHAUN FERRIS

PROJECT	OUTPUTS	INTENDED USER	OUTCOME	IMPACT
<i>CIAT- SN-1</i>	<i>Rural Agro-enterprise Development</i>			
Output 1 – Enhancing Rural Business Development Services	Alternative rural agro-enterprise methods, strategies, and applications that effectively link smallholder farmers and rural services with market opportunities widely adopted by research and development partners, State organizations and private sector. (5 years)	Research and development agencies and service providers including NGOs, Gov extension workers, local business support providers, private sector, farmer organizations.	More effective identification and exploitation of market opportunities by poor rural communities.	<ul style="list-style-type: none"> Increased and more diversified incomes for poor rural communities.
Output targets 2006	<ul style="list-style-type: none"> Agro-enterprise methods and strategies validated and adopted on mass by partners, materials published and disseminated via electronic formats in English, Spanish, French and at least one other language. 	<ul style="list-style-type: none"> Service providers including NGOs, Gov extension workers, local business support providers, Private sector entrepreneurs engage with increasing emphasis on higher value products 	<ul style="list-style-type: none"> Service providers and farmer organizations focus on market led processes to drive their innovation systems. 	
Output targets 2007	<ul style="list-style-type: none"> Agro-enterprise methods and strategies, market based software applications validated and contextualized with development partners, products published in print and disseminated in electronic formats available in English, Spanish, French, Vietnamese and Swahili. 	<ul style="list-style-type: none"> Development partners and service providers linked to selected market chains , enhance through Local ICT providers, and CBO's 	<ul style="list-style-type: none"> Market based software and ICT market information applications will open new opportunities for commercial investment. 	

PROJECT	OUTPUTS	INTENDED USER	OUTCOME	IMPACT
CIAT- SN-	1 Agro-enterprise			
Output 2 – Understanding Institutional Innovations to foster increased rural investment and business expansion	Understanding institutional innovations to facilitate market linkage, collective action and financial support for improved market entry and business development among segmented rural agro-enterprises evaluated and tested with partners in selected sites (10 years)	Strategic partners from NGOs, Gov extension, private enterprise, donor agencies and farmer organisations	New business approaches and financial instruments enable institutions to extend enterprise opportunities deep into rural communities targeting both high volume and high value markets, with scaling opportunities realized through ICT expansion and co-investment between public and private sector partners	Increased and more diversified incomes for poor rural communities
Output targets 2006	<ul style="list-style-type: none"> Processes of co-development in agro-enterprise topics initiated with partners in at least 15 countries in Latin America, Africa, and Asia and available in at least 3 major languages. 	<ul style="list-style-type: none"> Strategic partners from NGOs, Gov extension, private enterprise, donor agencies and farmer organisations 	<ul style="list-style-type: none"> Strategic partners invest in learning process and integrate marketing skills into project development and implementation 	<ul style="list-style-type: none">
Output targets 2007	<ul style="list-style-type: none"> ICT based knowledge management systems and first level enterprise “tool box” learning alliance completed in selected sites in LA, SE Asia and Africa, scaled up to 30 countries. 	<ul style="list-style-type: none"> Clients: Strategic partners from NGOs, Gov extension, private enterprise, donor agencies and farmer organisations 	<ul style="list-style-type: none"> Strategic partners invest in learning process and integrate marketing skills into project development and implementation 	<ul style="list-style-type: none">

PROJECT	OUTPUTS	INTENDED USER	OUTCOME	IMPACT
CIAT- SN-1 Agro-enterprise				
Output 3 – Pro-poor policy options for the rural communities.	Policy options to enhance access to markets for small holder farmers developed and advocated with partners at local, national and international levels. (5 years)	National and regional policy makers in Asia, Africa and Latin America; donors and private sector, NGOs, advocacy groups.	Partners using national and cross continental data to formulate better policy options for smallholder farmers in LDC countries to enhance access to selected high volume, higher value and value added markets.	Increased and more diversified incomes for poor rural communities
Output targets 2006	<ul style="list-style-type: none"> • Guide on policy mechanisms to link small-scale farmers effectively to regional, national and international agri-chains, including super markets and to improve governance and equity in the production chain approach developed, based on research with development partners and state organizations. 	<ul style="list-style-type: none"> • Policy makers in Andean region • Donor and private sector partners 	<ul style="list-style-type: none"> • Policy makers have new options to support local enterprise development • Change in arrangements between target partners. 	
Output targets 2007	<ul style="list-style-type: none"> • Projects developed to link major private sector firm and smallholder farmers with criteria of equity, NRM and economic sustainability, with reference to the impact of globalization trends on selected trade opportunities for small-scale producers in selected sites. 	<ul style="list-style-type: none"> • Advocacy groups, NGO's, Policy and economics researchers, National – regional trade policy groups, Private sector firms 	<ul style="list-style-type: none"> • Debate for alternative trade policy options. • Workable model for linking smallholders with major private sector firms in a sustainable fashion. 	<ul style="list-style-type: none"> •

OUTPUTS	OUTPUT TARGETS	OUTPUT CATEGORY	ACHIEVED	MEANS OF VERIFICATION
Output 1 – Enhancing Rural Business Development Services	<ul style="list-style-type: none"> • 4 Agro-enterprise Guides published in English. • Guides published in other languages • BDS Software applications available to clients and partners. 	Materials	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<ul style="list-style-type: none"> • 3 publications available on Website www.ciat.cgiar.org/agroempresas/ingles/index.htm • Annual report Sections 1.1 and 1.2 • 2 Guides currently in press • Guides available in Spanish, French, Vietnamese and Chinese. • Software available on Web http://www.ciat.cgiar.org/es/sala_not/boletin_51.htm
Output 2 – Understanding Institutional Innovations to foster increased rural investment and business expansion	<ul style="list-style-type: none"> • Processes of co-development in agro-enterprise topics initiated with partners in at least 15 countries in Latin America, Africa, and Asia and available in at least 3 major languages • ICT based knowledge management systems and first level enterprise “tool box” 	<ul style="list-style-type: none"> • Practices <p>Materials</p>	<ul style="list-style-type: none"> • Yes <p>Partial, pending funding</p>	<ul style="list-style-type: none"> • Annual report Sections 2.1 and 2.9. • See also publications ref Lundy 2006. • Poster Remington, Best and Ferris • Agro-Enterprise Alliance, operational in 35 countries.
Output 3 – Pro-poor policy options for the rural communities	<ul style="list-style-type: none"> • Policy mechanisms to link small-scale farmers effectively to high value agri-chains and improve governance and equity. • Projects developed to link major private sector firm and smallholder farmers with criteria of equity, NRM and economic sustainability. 	<ul style="list-style-type: none"> • Materials <p>Projects</p>	<ul style="list-style-type: none"> • Partial <p>Submitted</p>	<ul style="list-style-type: none"> • Annual report 2.10, with reference to Sustainable Food Lab and Sustainable Agriculture Initiative. • Annual report Sections 3.1, 3.2 and 3.3 • See Project Sections Gates Value Chain Project

3. Research Highlights in 2006

Developing new Pro-poor Business models with Private Sector

In Central America, a partnership between CIAT, SFL¹, CostCo and Green Mountain Coffee, provided the opportunity to evaluate links between large corporate buyers and local producers in a “Learning Journey situation”. This technique is one of the methods being used by SFL as part of the U-Change process, which involves a series of rapid surveys and relationship building exercises to design and deploy new business models. In this context the term “new business model” is used to describe a set of best practices that will be implemented by corporate buyers that pro-actively establish more equitable procurement rules, standards, commitments and information systems. These new business models are being developed to (a) increase market access, (b) improve financial sustainability, and (c) be sufficiently flexible to enable both buyers and sellers to respond to dynamic markets. In this case study, the participants followed their products (coffee and green beans) down the market chain from the final buyer, to see how people were linked and the types of partnerships and gains or losses being made by market chain partners. The green bean study was written up as part of the Re-Governing markets projects <http://www.regoverningmarkets.org/>. According to the private sector partners the findings from the learning journeys were profound, and the experience will have a lasting personal effect s on everyone that participated. Through this type of method buyers can learn and build on the relationships in their supply chains to address problems where possible and to learn about practices and principles of their existing business model. Through this type of analysis buyers can develop ways to upgrade their value chains with a people perspective. Comment:-“As a Retailer, when we start seeing the farmer first, it changes a great deal about how we approach our systems and we are willing to share this. Other people will look at this and say “if they can do it, so can we”. The chain analysis is conducted an unbiased manner to show voice and perspective for all chain actors. To be effective, the facilitating agency has to be objective and trusted, and must come in with a research focus and not an agenda.” CIAT is working on this approach and others to build a portfolio of value chain assessment tools so that corporate procurement groups can improve their business practices in a pro-poor and pro-market manner.

Agro-Enterprise Learning Alliance Scaling up and Scaling out

Current activities within the CRS – CIAT Agro-enterprise “learning alliance” focussed on moving from learning to Action. In East Africa, the Agro-enterprise learning alliance is shifting emphasis from a learning mode into a platform for value chain development. CRS have made a strategic decision to shift from multiple crops down to two or three products with emphasis on higher value export pulse crops. These crops have the advantage of being grown by smallholder producers for both food and export marketing. In Ethiopia the work is targeting the export of white pea beans (baked beans) into the European markets and exports of chickpea from Tanzania to India. Ethiopia is exporting between 30-40,000 mt of white bean with an export value of approximately US\$12 million. CIAT is working with several partners to identify critical constraints in the value chain and designing methods and tools to facilitate upgrading in terms of varietal development and evaluation, seed supply systems, farmer marketing group organisation and supply systems with traders. The value chain interventions being led, in part by recent market research undertaken by CIAT as part of its collaborative work with the IPMS project at ILRI. Germplasm is being supported through the PABRA team as is the development of informal seed systems. CRS are playing a key role in providing seed to farmer groups through smart subsidies and using newly developed skills in Farmer Marketing Group management to organise supplies to major trading companies. CRS has recently hired new staff with marketing skills to support the transition from production to marketing this crop and is working in close collaboration with the leading trade houses. In Tanzania, the chickpea crop is undergoing similar support processes so that farmers can become more competitive and thereby increase demand for their new Kabuli chickpea varieties. In both cases, one of the more recent outputs from the learning alliance, a research paper and guide for developing Multi Skill Farmer groups is being used as a best practise to assist with increase economies of scale and to empower farmers to engage more effectively with dynamic markets.

¹ SFL Sustainable Food Lab – A consortium of over 40 private sector food procurement and trading companies, seeking to develop methods for more sustainable and equitable supply chains.

4. PROJECT OUTCOME:

Outcome Statement: Lack of accurate and relevant market information is a major obstacle in efforts to improve the competitiveness of smallholder agriculture in developing countries. However, few poor farmers have access to such information and virtually all market information services developed by Governments in the 1970s, have subsequently collapsed due to poor performance and management. Given this problem, partners from public and private sectors, have been working to develop effective, low cost business development services (BDS) with a focus on private mobile phone based market information services.

Relevant outputs: Outputs 1 and 5 in CIAT's MTP 2002-04. Rural Business Development Services, information services

Product development: A new, low cost market information system was developed in collaboration with ASARECA's FOODNET. This service was one of the first outsourced marketing services in Africa, with autonomy to test new data management systems.

Who Adopted: In 2002, FAO facilitated a meeting between Busylab, a Ghanaian based ICT Incubator Company and the Ugandan marketing team.

How Adopted: This collaboration led to a beta version of TRADENET. TRADENET is the first of a new generation of software products that offers organizations an off-the-shelf solution to their market information content, aggregation and distribution needs. The system can be uploaded from the field using mobile phones, email or through a cyber café interface. TRADENET provides a platform to synthesise the information and disseminate it back to users through various formats including Internet, radio, email and Mobile phone SMS messaging.

Outcome: In 2003, TRADENET1.0 was used as the Ugandan marketing information service information platform. Based on the success of the product, projects in West Africa, such as MISTOWA, have purchased TRADENET and are using the software in 11 countries in West Africa, www.tradenet.biz. New sites have also been launched in Latin America. The TRADENET service supports 5-7 million farmers in Uganda and is being used by more than 10 millions farmers and traders in Nigeria. In January 2007 Tradenet was launched as a commercial venture in Ghana and internationally via the Economist. As such this is a major new development using private public partnerships and cutting edge ICT's to make markets work better for the poor.

EVIDENCE: [HTTP://WWW.UGANDAMARKETS.COM/HOME/?I=23312&LANG=EN](http://WWW.UGANDAMARKETS.COM/HOME/?I=23312&LANG=EN)

Economist: 25th January 2007. Tradenet: Buy, Cell, Hold

Shaun Ferris, Patrick Engoru and Elly Kaganzi (2007) Making market information services work better for the poor in Uganda. In preparation for submission to journal through CAPRI. Presented at Presented at the CAPRI Conference held in Cali, Colombia, 2-5th October 2006. 13p

Shaun Ferris, P. Engoru, Mark Wood and Elly Kaganzi. (2006) Market information and Innovations. In (Eds) Ferris, Robbins and Fautrel's Expert consultation on market information systems and agricultural commodities exchanges: strengthening market signals and institutions Proceedings of an expert meeting held in Amsterdam, The Netherlands, 28-30 November 2005 CTA Working Document. CTA Press. 71-82 pages.

2005 Annual Report Section 1.6 Tradenet - Innovation in Market Information Services

5. PUBLICATIONS 2006

Refereed Journal Articles Submitted in 2006-7

Shaun Ferris, Patrick Engoru and Elly Kaganzi (2006) Making market information services work better for the poor in Uganda. In preparation for submission to journal through CAPRI.

Elly Kaganzi, Shaun Ferris, Pascal Sanginga and S. Kaaria. (2006) Sustaining linkages to high value markets through collective action and innovation in Uganda: the Case of the Nyabyumba Potato Farmers. In preparation for submission to journal through CAPRI

J. Ashby, G. Burpee, G. Heinrich, T. Remington, K. Wilson, M. Aldana, C. Quiros, S. Kaaria, and S. Ferris. (2007). Five Skill sets for the development of groups linking poor farmers to markets. Inprep World Development.

J. Barham. (2006) Collective Action Initiatives to Improve Marketing Performance: Lessons from Farmer Groups in Tanzania. In Research Workshop on Collective Action and Market Access for Smallholders, 2-5 October 2006, Cali, Colombia. 31 pp (inprep for submission to journal)

Book Chapters:

Shaun Ferris, Peter Robbins and Vincent Fautrel (2006) Expert consultation on market information systems and agricultural commodities exchanges: strengthening market signals and institutions Proceedings of an expert meeting held in Amsterdam, The Netherlands, 28–30 November 2005 CTA Working Document. CTA Press. 315 pages

S. Ferris, E. Kaganzi, R. Best, C. Ostertag, M. Lundy and T. Wandschneider. 2006 A Market Facilitator's Guide to Participatory Agro-enterprise Development; 130pp in prep CIAT publication 348. ISBN – 958-694-083-7.

Shaun Ferris (2006) Contributed to introduction, methods and learning alliance chapters. In (Ed) **Verkuijl. H.** KIT, Faïda Mali, and IIRR (2006) Chain Empowerment: Supporting African Farmers to Develop Markets. ISBN 9966-754-00-8. Printed by English Press Ltd. pp 211. .

Shaun Ferris, Rupert, Best, Mark Lundy, Carlos Felipe Ostertag, María Verónica Gottret and T. Wandschneider. 2006. A Participatory and Area based Approach to Rural Agro-Enterprise Development, Strategy Document. CIAT Publication No 349. ISBN – 958-694-082-9 pp 44

Lundy, M., Gottret, M.V. 2006. Learning Alliances: An Approach for Building Multi-stakeholder Innovation Systems in Smits, S.J. and P.B. Moriarty (eds.) (2006 forthcoming) Learning Alliances for innovation and scaling up in the Water, Sanitation and Hygiene sector. Technical Paper Series No 47. IRC International Water and Sanitation Centre, Delft, the Netherlands.

Workshop and Conference Papers:

Wandschneider, T. (2006) Improving Vertical Coordination in Agricultural Value Chains: Contract Farming and Cassava in Krong Bong, Dak Lak”, Markets for the Poor Week, Hanoi 28 November.

Wandschneider, T (2006) “Mainstreaming Marketing into Agricultural Extension Services” (with ETSP), Markets for the Poor Week, Hanoi 30 November.

Hellin, J., Lundy, M., Meijer, M. (in prep) Farmer organization, collective action and market access in Meso-America. In print Proceedings of a CAPRI Workshop on Markets and Collective Action. Held in Cali, Colombia, 2-5 October, 2006.

Hellin, J., Lundy, M. and Meijer, M. (In press.) Farmer organization and market access in Mexico and Central America. LEISA magazine.

Meijer, M., Hellin, J., Lundy, M. (In press). Farmer organization and enhanced access to markets. Appropriate Technology. ITDG Publications, United Kingdom.

Lundy, M. 2006. Change through shared learning. LEISA Magazine, Volume 22, Issue 3. Centre for Information on Low External Input and Sustainable Agriculture. The Netherlands.
http://www.ileia.org/Fritz/source//getblob.php?o_id=85345&a_id=211&a_seq=0

Lundy, M., Banegas, R., Centeño, L., Rodríguez, I., Alfaro, M., Hernández, S., Cruz, J.A. 2006. Assessing Small-holder Participation in Value Chains: The case of vegetables in Honduras and El Salvador. Paper presented at a conference on Governance, Coordination and Distribution along Commodity Value Chains, FAO Commodities and Trade Division. Held in Rome, Italy, 4 to 5 April.

Lundy, M. 2006. Vínculos entre Productores de Hortalizas de Pequeña Escala y Supermercados en Centroamérica: Casos Honduras y El Salvador. Final report for the ESAE Division of FAO, Rome (P.R. 30169). January. 56 pages.

Lundy, M. Assessing smallholder participation in the French Bean chain in Guatemala: The Juan Francisco Project. Supply chain assessment carried out under the umbrella of the Rural Livelihoods Program of the Sustainable Food Laboratory (<http://www.sustainablefoodlab.org>). 45 p.

Lundy, M. 2006. Análisis meso del sistema producto fresa en el Valle de Zamora, Michoacán, México. Technical Report developed with the Regoverning Markets Programme, component 1. (<http://www.regoverningmarkets.org>). 23 p.

Oral/Poster presentations at conferences:

Cook, S., Fisher, M., Diaz-Nieto, J., Lundy, M. 2006. New Financial Instruments to Help Improve Agricultural Water Management for Poor Farmers Under Conditions of Risk. Paper presented at World Water Week, Stockholm, Sweden. 20 to 26 August.

Lundy, M., Gottret, M.V., Ochoa, L. 2006. Acción colectiva para construir cadenas de valor: Promoviendo alianzas para la innovación y la competitividad. Keynote speech at the Bogota Chamber of Commerce Panel on agroindustrial development, International Fair, Corferias, Bogotá. 4 October 2006.

Shaun Ferris, P. Engoru, Mark Wood and Elly Kaganzi. (2006) Market information and Innovations. In (Eds) Ferris, Robbins and Fautrel's Expert consultation on market information systems and agricultural commodities exchanges: strengthening market signals and institutions Proceedings of an expert meeting held in Amsterdam, The Netherlands, 28–30 November 2005 CTA Working Document. CTA Press. 71-82 pages

Ferris, R.S.B. and Robbins, P. 2005. Market Information services, Quality, Governance, Sustainability and use of ICTs. **Keynote. Paper** presented at the first international conference on Postharvest quality, Sultan Qaboos University, Sultanate of Oman, 31st January – 2nd February.

M. Lundy, C. F. Ostertag, R. Best, M. V. Gottret, E. Kaganzi, P. Robbins, D. Peters and S. Ferris, 2005. A Territorial Approach to Enhancing Rural Innovation. **Keynote. Paper** presented at the first international conference on Postharvest quality, Sultan Qaboos University, Sultanate of Oman, 31st January – 2nd February.

Rupert Best, Shaun Ferris and Antonio Schiavone. 2005. Beyond Agriculture: Making markets work for the poor Theme 1: Building linkages and enhancing trust between small-scale rural producers, buyers in growing markets and suppliers of critical inputs. Paper presented at NRI / ITDG conference, Chatham, UK. Entitled, Beyond Agriculture: Making markets work for the poor.

Rupert Best, Tom Remington, Shaun Ferris and Mark Lundy, 2005: Harnessing the Power of Partnerships in the Marketplace: Using a Learning Alliance for Agro-enterprise Integration into Agricultural Recovery: To be presented at the International Farming Systems Association Global Learning Opportunity (October 31-November 4, 2005, Rome Italy).

Other forms of intellectual property:

Ferris, S. 2007. Tradenet. A Low Cost Reliable Market Information Services for Africa. CIAT Africa Highlights

Ferris, S. 2006. Linking Farmers to Markets: The Case of the Nyabyumba Potato Farmers. CIAT Africa Highlights.

Ferris, S. 2006. A Learning Alliance for Agro-enterprise Development. CIAT Africa Highlights.

Ashby., J. Heinrich, G., Burpee., G., Remington, T., Wilson, K., Ferris, S. 2007 Five Key Skills. Preparing Poor Smallholder Farmer Groups to Engage Successfully with Markets. A Field Guide. (In print) 50 pp

Ashby., J. Heinrich, G., Burpee., G., Remington, T., Wilson, K., Ferris, S. (2007) The organisation and Development of Farmers Groups for Agro-Enterprise: Conclusions from a CRS & RII-CIAT Study Tour in Asia, Africa and Latin America. Internal working paper commissioned by Catholic Relief Services. 39 pages

Shaun Ferris and Elly Kaganzi. Evaluating Marketing Opportunities for Common Beans in Ethiopia. Market evaluation commissioned by Improving Productivity and Market Success of Ethiopian Farmers Project. CIDA. Pp 58.

Shaun Ferris Uganda IFAD Project Formulation Mission. Agricultural Marketing and Agro-Processing Support Programme – (AMASP) Working Paper Commissioned by the International Foundation for Agricultural Development. Rome. 75pp

Shaun Ferris, Patrick Engoru, Mark Wood and Elly Kaganzi. Evaluation of the Market Information Services in Uganda and Recommendations for the Next Five Years. Contract for PMA / ASPs June, 2006

Shaun Ferris and Rita Laker-Ojok. 2006. Growth Prospects for Services within Selected Agricultural Sectors in Uganda. Commissioned Report for World Bank Uganda Country Evaluation Memorandum, CEM 184 pp

Oral/Poster presentations at conferences:

Kaganzi, E., Ferris, S, Engoru, P., 2006. Linking Farmer to Markets Participatory Agro-enterprise Development. Presented at the Science Council Meeting held at CIAT, Cali, Colombia, 5-8th October, 2006.

Remington, T., Best, R. and Ferris. S. 2006. Developing Partnerships and Impact through Learning Alliances. . Presented at the Innovation Marketplace, Washington Annual General Meeting of the CGIAR, 2-5th December.

Kaganzi, E., Ferris, S, Engoru, P., 2006. Linking Farmer to Markets Participatory Agro-enterprise Development. Presented at the Africa Innovation Conference, Botanical Beach Hotel, 21-24th November.

6. LIST OF RAED PROJECTS

Title of Ongoing proposals and concept notes Developed	Donor	Funding Period	Approved	RAeD 2007	Pending
<i>Developing an Interactive Community of Practice for Linking Farmers to Markets</i>	CTA	2006-9	5,508	5,508	214,670
GFAR CIAT, IFAP, FAO Global partnerships Programme to GFAR Board	GFAR	2006	110,000	10,000	
CRS SEAPRO Funds for regional learning alliance.	CRS-Aceh	2006	68,000	68,000	140,000
CRS India learning alliance	CRS-India	2006	12,000	12,000	
Privatisation of the Ugandan Market Information Service, DANIDA, ASPA programme.	DANIDA	2006-9	49,490	49,490	258,055
AMASP Payment for consultancy in 2006	IFAD	2006	35,000	35,000	
Cadena Mora y Lulo	FONTAGRO	2006	40,000	40,000	
IPMS payments for consultancy work in 2006	ILRI	2006-7	20,000	20,000	
Farmer organisation Survey	DFID	2007	20,023	20,023	
Updating Marketing Video	FAO	2007	4,000	4,000	
Estudio Articulación Productores	CECODES	2007	40,000	40,000	
WAFLA - Market information system	EU	2007	60,000	60,000	
Alianza Institucional SO Valle	EU	2007	12,376	12,376	
Consultorías, Apoyo a CAIS	Varios	2007	12,000	12,000	
Proyecto Gestión CIP - Agroempresas	WKKF	2007	13,000	13,000	
Servicios de Apoyo	NZAID	2007	25,000	25,000	
Investigación Tres Frutas	FONTAGRO	2007	10,800	10,800	
Totals			537,197	437,197	

Title of the proposals ongoing	Donor	Funding Period	Approved	RAeD 2007	Pending
Learning Alliances in Central America	IDRC	2007	110,000	110,000	
Small Agro-Enterprise Development in Uplands of Vietnam & Lao	SIDA	2006-7	750000	500000	
African Challenge Programme Kivu Site	World bank	2006-9	750000	500000	
Focus City Kampala (CIP – CIAT)	IDRC	2006-9	4,100,000	50,000	
Totals			5,710,000	1,160,000	

Title of newly submitted proposals and concept notes	Donor	Funding Period	Total amount	Amount to CIAT	Amount to Partners
<i>Strengthening Capacities for Collaborative Management of Rural Innovation, CIAT, ICRA</i>	IFAD	2007-10	3,000,000	300,000	2,700,000
<i>Marketing component within the Improving tropical legume productivity in Africa and South Asia using conventional breeding technologies.</i>	Gates	2007-10	5,000,000	80,000	4,920,000
<i>Developing New Business Models for Sustained Trading Relationships</i>	Gates	2007-10	4,000,000	1,200,000	2,800,000
<i>Enhancing Productivity and Resilience of Poor Cassava Farmers</i>	Gates	2007-10	12,000,000	400,000	11,600,000
<i>GFAR CIAT, IFAP Linking farmers to markets Tentative Budget: over 2 years.</i>	IFAD	2007-9	200,000	40,000	160,000
Totals			24,200,000	2,020,000	22,180,000

7. PROBLEMS ENCOUNTERED AND THEIR SOLUTION

Financial reductions have led to loss of key staff and reduction of core to cover only office maintenance at Cali. This has meant that a large % of time has been focussed on resource mobilisation and short term contractual work to address cash flow issues. Whilst this has enabled the team to shift almost entirely from core to special project funding, it has significantly affected the ability of the staff to focus on addressing more strategic research issues.

Latest round of reduction have eliminated all core from this project and management has made a decision to close this project and shift staff into the Rural Innovations Foundation and into a high value product line. This will there be the final report from CIAT's Agro-enterprise Development Project

8. Project Staff

Name	Position	Location
Africa	Africa	Africa
Elly Kaganzi, BA	Regional agro-enterprise support	Kampala, Uganda
Patrick Engoru, MSc	Economist	Kampala, Uganda
Flavia Asimwe, BSc	Economist	Tororo, Uganda
Loyce Kaitira, BSc	Economist	Lilongwe, Malawi
Asia	Asia	Asia
<i>Willie Bourne, MSc</i>	<i>Outgoing SADU co-ordinator</i>	<i>Left 2006</i>
<i>Tim Ekin</i>	<i>Outgoing SADU co-ordinator</i>	<i>Left 2006</i>
Tiago Wandschneider MSc	Senior Marketing Advisor SADU	Hanoi, Vietnam
Cu Thi Le Thuy, BA	Economist SADU	Hanoi, Vietnam
Nguyen Thi Hiep Hoa	Finance & Administration	Hanoi, Vietnam
Ms. Hoang Thu Thao	Administrative Assistant.	Hanoi, Vietnam
Tran Manh Chien, MSc	Post harvest SADU	Hanoi, Vietnam
Phan Van Quy, BA	Provincial Coordinator	Hue, Vietnam
Dang Ngoc Toan, MSc	Community Planning	Daklak, Vietnam
Do Thanh Chung, BA	Provincial Coordinator	Daklak, Vietnam
John Connell,* (50%)	Community development specialist	Vientiane, Lao PDR
Ounkeo Pathammavong,	Educationalist SADU	Vientiane, Lao PDR
Andean Latin America	Andean Latin America	Andean Latin America
Shaun Ferris, PhD	Agro-enterprise Project Manager	Kampala, Uganda
<i>Veronica Gottret, PhD</i>	<i>Socio - economist</i>	<i>Left 2006</i>
Carlos F Ostertag, MSIM	Business and market specialist	Cali, Colombia
Dora Patricia Arevalo, BA	Social communicator InforCOM**	Cali, Colombia
<i>Sandra Rivera, BSc</i>	<i>Industrial engineer</i>	<i>Left 2006</i>
Samir Patino	Administrative Assistant	Cali, Colombia
Carlos Chilito	BDS / Agro-industrial processing	Cali, Colombia
Diego Izquierdo, BA	Economist	Cali, Colombia
Diego Tenorio	Agro-enterprise management	Cali, Colombia
Juan Francisco Barona BSc	Marketing and Business	Cali, Colombia
Oscar Andrés Sandoval BSc	Agro-industrial Engineer	Cali, Colombia
Fernando Rodriguez BSc	Agro-industrial Engineer	Cali, Colombia
Central Latin America	Central Latin America	Central Latin America
Mark Lundy, MA, MSc	Rural agro-enterprise specialist	Cali, Colombia
<i>Marco A Vásquez, MBA</i>	<i>Enterprise specialist</i>	<i>Left 2006</i>
Jhon J Hurtado, BSc	Food Technologist Info specialist	Cali, Colombia
Angela Arenas, BA	Social communicator	<i>Left 2006</i>
Paola Victoria	Social communicator	Cali-Colombia
Erika Eliana Mosquera, BA	Social communicator	Cali, Colombia
Students	Level	Students
James Barnham	PhD	Completed 2007
Reinhild Bode	PhD	Cali, Colombia
Elly Kaganzi, BA	MSc	Kampala, Uganda

All 100% dedication to project unless otherwise indicated

9. SUMMARY 2006 BUDGET PREPARED BY FINANCES: ACTUAL EXPENDITURES IN 2006

ACTUAL EXPENDITURES 2006

PROJECT SN1: Rural Agro-Enterprises Development

SOURCE	AMOUNT US\$	PROPORTION (%)
Unrestricted Core	454,310	60%
Restricted Core		0%
		0%
Sub-total	454,310	60%
Special Projects	300,651	40%
Total Project	754,961	100%

SOURCE	AMOUNT US\$	PROPORTION (%)
Unrestricted Core		0%
Restricted Core		0%
		0%
Sub-total	0	0%
Special Projects	409,106	100%
Total Project	409,106	100%